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Fort Point Channel Awaits . . .

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Ft Point
Channel

Acknowledgments

Faculty:

Associate Professor Roger Trancik
studio coordinator
Professor Wilhelm V. von Moltke
Professor James Brown

Consultants:

Bert McClure
Michael Pittas

Major Supporting Organizations:

Boston Redevelopment Authority
Dewey Square Committee

Other Contributing Agencies:

Boston Chamber of Commerce
Boston Harbor Associates
Central Transportation Planning Staff
Children's and Transportation
Museum
Executive Office of Transportation
and Construction
Mass. Bay Transit Authority
Massport
Mayor's Office of Economic
Development
State Office of Planning

Introduction

This report summarizes our Design Team's process for developing an urban design proposal for the Fort Point Channel area of Boston. Specific Urban Design Guidelines are set out for adoption by the City of Boston as a strategy for maximizing the development of the site for the benefit of the city community.

Discovery Location . . .



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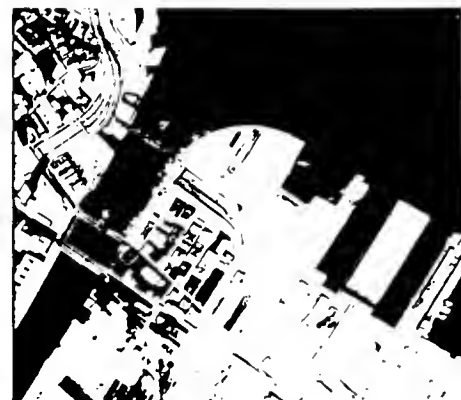
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Just 10 minutes' walk from one of North America's major cultural and commercial centers, adjacent to the City's prosperous business district lies almost 160 acres of flat undeveloped land. The Fort Point Channel district of Boston awaits discovery.



Boston Region



History Future Prospects .

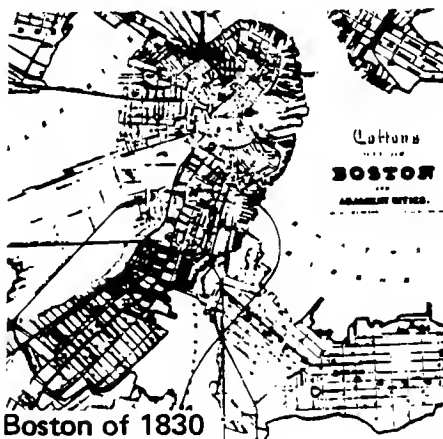


History

On March 4th, 1776, Washington and his revolutionary troops took up their stronghold position on the Dorchester Heights. From this vantage point Washington forced the final evacuation of the British colonialists some 13 days later.



At that time marshland and tidal flats offered the rebels vital protection from the enemy. Today more than 850 acres of infilled land links the City of Boston to Dorchester Heights and South Boston. 160 acres of this infill is the Fort Point Channel site.



Boston of 1830

Land filling was Boston's response to its growth in the nineteenth century as New England's major port, importing wools, dyes, jute and fruit, and exporting cattle and ice. Following the filling of the east cove in 1835, the Boston Wharf Company spent over 30 years reclaiming marshlands along the east bank of the Channel. Filling was completed in 1882. Docking facilities and many fine brick warehouses were built at this time.

By 1900 Boston had established an extensive rail system which linked many new piers and over 15 million square feet of woollen warehousing to an agricultural hinterland and the Eastern Seaboard markets.



Port activity was at its height in the early twentieth century. The 1930s were record years for the fishing industry. More fish were sold from Fish Pier in one month of 1936 than all of 1972.

After World War II business in the FPC area followed the decline of shipping and rail as major means of transportation and reduced the importance of New England as a manufacturing center. Existing land uses reflect this decline.



Future Prospects

Today, the Fort Point Channel area stands at a crossroads. Major public and private investments are proposed which can redefine the role of this land, an area larger than the existing CBD. Before these large investments are made, many opportunities and problems of the site must be clearly understood if the potential of this area is to be fully realized.



Existing Conditions Context

Proximity to the CBD and Downtown

Looking across the Fort Point Channel, superb views of the City and its prominent landmarks give immediate orientation to the site. From the FPC, Washington Street, Boston Common, the Waterfront Park and Faneuil Hall are within a ten minute walk.

The CBD has been gradually moving toward the Channel area since the office development boom of the 1960s. The recent addition of the striking Federal Reserve building at the Channel edge brought new awareness to the Channel area. It also brought into relief the various problems posed by the physical state of the site, as well as the degree of separation caused by the Channel itself and the alignment of the Central Artery.



Political Questions

The Fort Point Channel site lies between the City and the South Boston community. South Boston is actively concerned with any development which increases vehicular traffic filtering through their residential streets and further industrial encroachment from the north. Although the South Boston community stands to benefit from jobs created by both industrial and commercial development, the incompatible nature of these uses precludes community cooperation.

The Channel and Waterfront

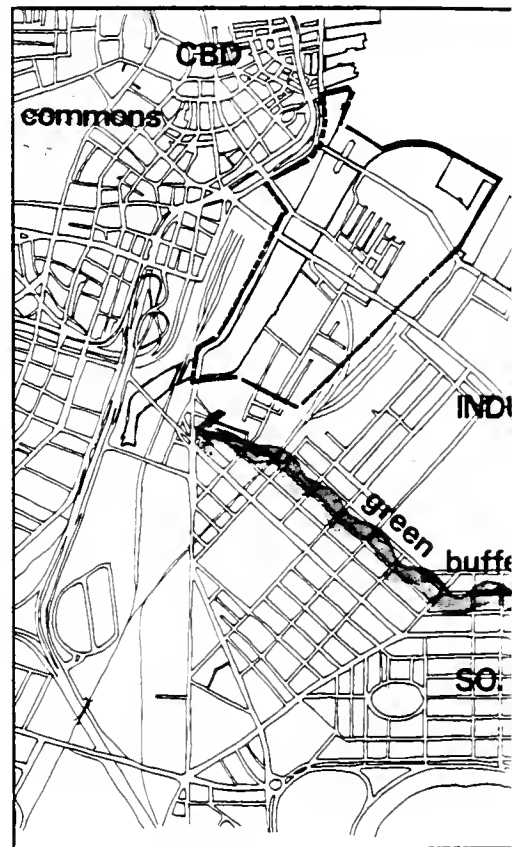
Although at present badly polluted by overflow and raw sewage from a combined sewer, drainage system, environmental concern, plus a strong precedent in Boston for recovering its waterfront, presents the exciting potential of the FPC as a public amenity.



The existing body of water is seen as two distinctive areas of quite different character. Above Congress Street bridge the channel is an extension of Boston harbor, a finger of activity penetrating the City. From this area, lobster boats make daily fishing trips into the harbor. The Boston Tea Party ship moored at Congress Street bridge adds to the vitality of this part of the Channel.



Below Summer Street the Channel becomes a calmer body of water, a reflecting pool. Looking south from Summer Street bridge, the Channel lacks visual termination. The southern tip meanders into an industrial wasteland and a stagnant pool.



Opportunities and Constraints

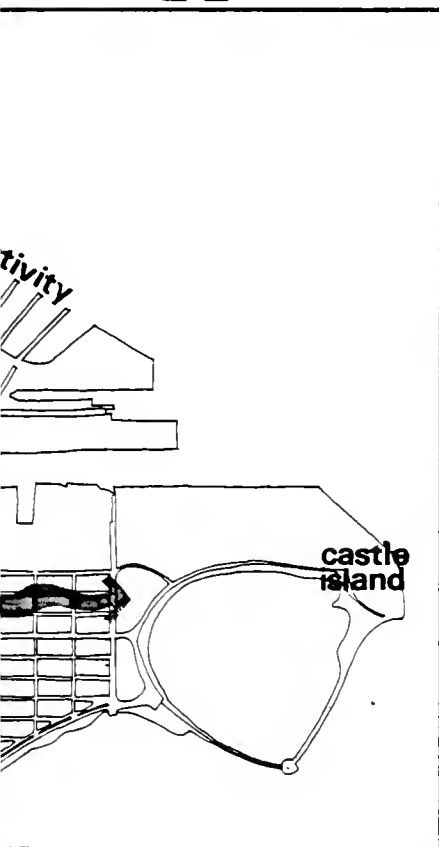
Building Quality

On the eastern bank of the Channel, fine brick warehouses built in the last century are prime properties for renovation today. The warehouse area forms a district of historical significance, full of architectural charm awaiting rediscovery.





... Opportunities Constraints



Access to this portion of Boston is irrevocably tied into the longer city-wide preoccupation with the Central Artery issue. Decisions concerning final alignment and a depressed or elevated configuration will dramatically impact the future of the Channel.



Market and Site Potential

The Fort Point Channel area of the City has grown as an area of night activity. Anthony's Pier Four restaurant nationally attracts gourmets and has stimulated the development of other restaurants in the area. "Michael's" discotheque takes advantage of a location at the Channel edge.



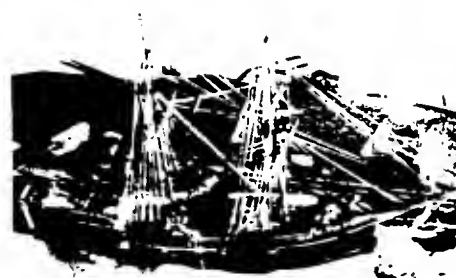
The potential for this site can be fully appreciated when existing activities and serious major proposals are considered in the light of current constrained market conditions. Land owners are proposing substantial investments in the present times of limited economic activity.

Ownership Patterns

An unusual aspect of this site is the vast land area under ownership of a few developers. This pattern offers unique opportunities for the development of each owner's proposals. North of Northern Avenue, Athanas proposes development of luxury housing, a major hotel and retail. Town and Country Properties holds the majority of the Boston Wharf Buildings plus a large vacant tract just north of the Gillette Company. This site has recently received public support as a potential location for Boston's new arena/convention center.



Bankruptcy of the Penn Central Railroad has left large areas of land open on the eastern part of the site where proposals include commercial, retail and industrial development.



These proposals, however, are not part of any cohesive plan. Existing zoning does not permit these developments, placing the City with a unique opportunity to coordinate and control the quality of land use development on the site.

Transportation Problems

Vehicular access to this site is a critical problem, highlighted by trucks clogged in bottlenecks as they leave industrial South Boston and attempt to reach major expressways. This is a disincentive to major industrial investment in this area which must be solved prior to development.



An Urban Design Proposal receives its validity as the basis for development through the analysis of not only existing conditions but in combination with the definition of quality for different land uses. In generating the Urban Design Proposal, the Design Team carefully studied the quality and imageability we considered important to this particular site. By looking for those images in Boston and elsewhere the Team evolved a number of qualitative concepts necessary to make this site another unique district in Boston.



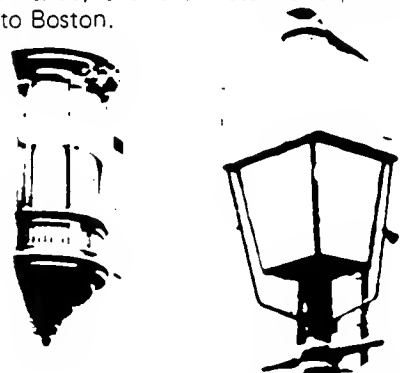
"... Boston is a city of very distinctive districts and of crooked, confusing paths ... it has large areas of mixed use ... marked by bay windows, iron fences or brownstone fronts."

Kevin Lynch

Land Use Concepts

Housing

Boston is a city of distinctive neighborhood districts. Back Bay, Beacon Hill, North End and South Boston all have the characteristics of tightly knit social, economic and physical areas with defined edges, open spaces and focal points. Each neighborhood has its own individual architectural character which fits into the wider imageability of Boston as a city of high density, medium rise residential areas. Memories of Boston's charm often recall architectural details of the different neighborhoods; the bay windows, iron fences, front gardens, stairs to the street, in addition to the delight of major public open spaces such as the Common, Commonwealth Avenue, and the waterfront particular to Boston.



The Channel site offers opportunities to create distinct new neighborhoods. The warehouse district at present contains these characteristics which can be enhanced by development as a mixed residential, loft space and commercial area unique in the city neighborhoods.



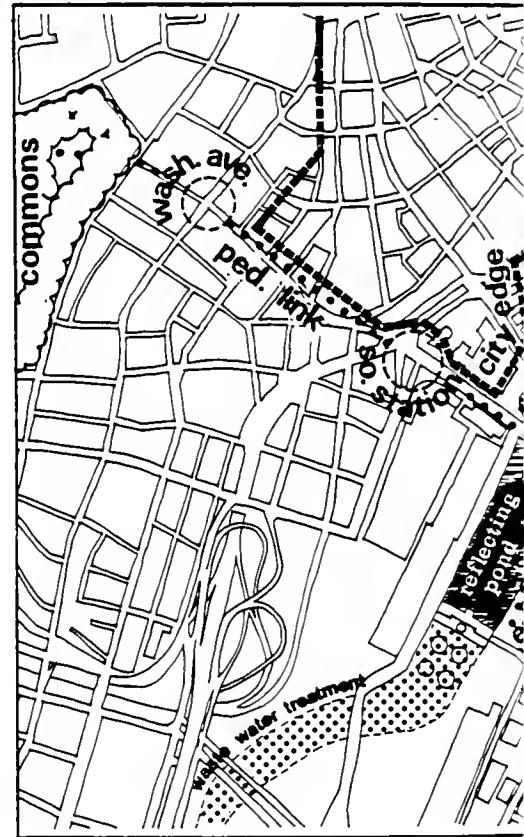
Arena/Convention Center

Many cities have experienced problems of integrating an arena into the community. In a short time period, thousands of spectators arrive at a game and require parking for their cars. Without adequate roads, congestion becomes critical. Fast food operations and bars catering to spectators after the match grow up around the stadium. The infrequent use of an arena often leaves large public investments underused for most of the time.



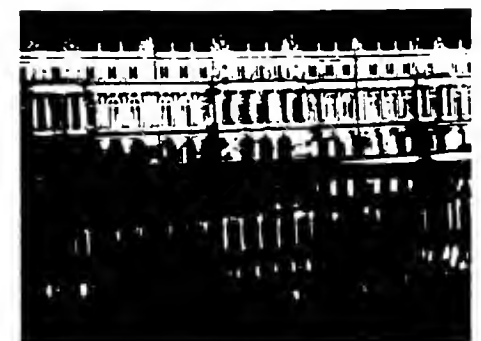
The combination of these conditions may seriously impact local communities. For this reason, South Boston rejects the arena proposal.

Alternatively, an arena can be seen as the initial generator of demand for recreational and entertainment facilities stimulating spinoff effects and further recreational investment. The incorporation of a Convention Center into the arena complex compliments and expands arena related recreational demands and makes more efficient use of public investments. The new Boston arena on this site can spark a local character to the Channel as Boston's major recreational and entertainment area.



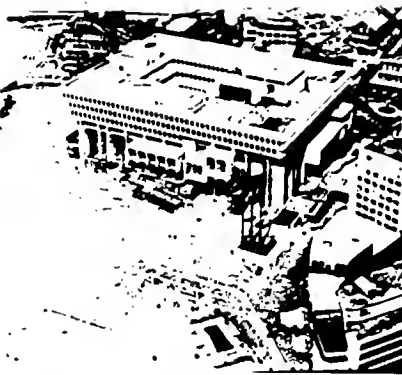
Concept Diagram

A grand arena building reflecting in the Channel, night life activity, bright lights and floodlit fountains add to the visual excitement possible here to create a unique and magnificent public open space.

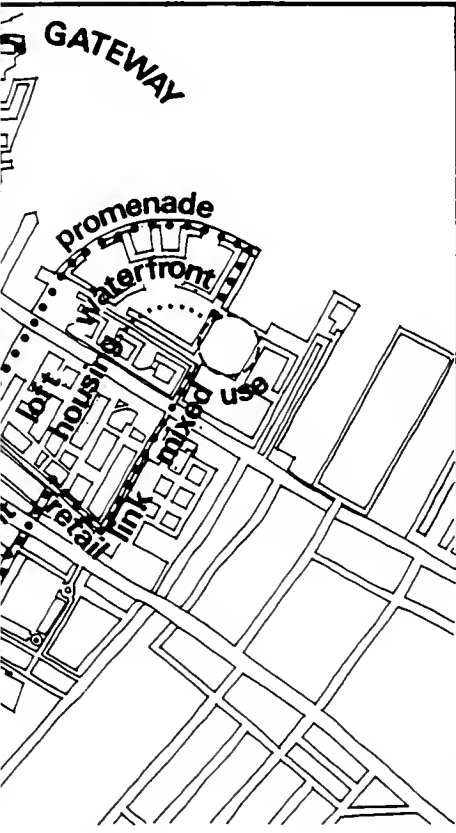


Public Open Spaces

In contrast to many North American cities, Boston is a city for the pedestrian. The variety of "soft" and "hard" public open spaces and focal points in the Boston pedestrian network should be developed in the Fort Point Channel to become the vital sequence of links between separate and very different land uses.



.....Design Quality.....



Hotel and Retail

Conventioners are generally out-of-towners who wish to see the city and who have money to spend. A successful convention center will depend on conventioners being comfortable in their hotels, when siteseeing and shopping and their feeling no alienation from the City. Special attention should be given to the provision of covered shopping streets and links to and from hotels to the convention center and city amenities.



Waterfront

A stroll along a wateredge promenade is a very special walk. The experience of being near water and boats is completed by the waterfront symbols of marine activity; bollards, chains, benches, and steps down to the water level.

Concept Plan

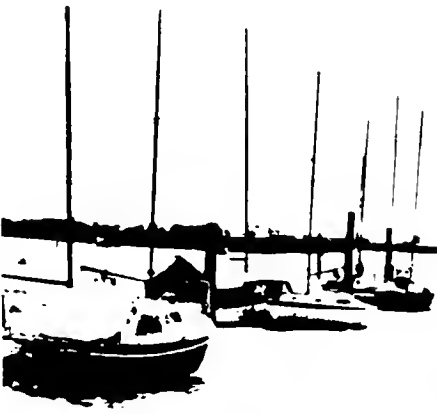
The problems inherent to developing the FPC environs are complex and numerous, especially the problems of transportation, access, compatible land uses, pedestrian linkages and scale, and the incorporation of the area into the existing Boston city fabric.

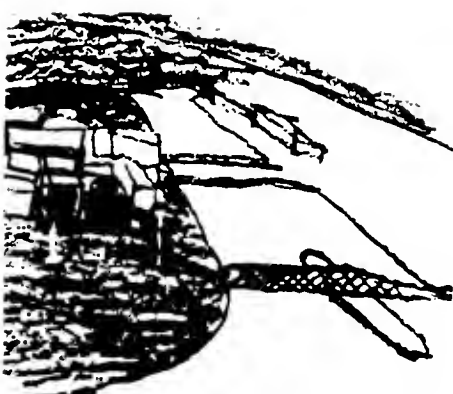
Vehicular access at the scale necessary on this site revealed itself as the insoluble issue. Placement of the proposed arena/convention center on the Channel edge, answered this issue and became the catalyst for organizing subsequent development.

The arena guarantees the public expenditure for road networks. The City can thereby address the South Boston problems with trucking, while accommodating the arena/convention center vehicular rush.

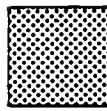
The same complex generates boisterous entertainment-minded crowds in an area aesthetically and phsically well able to provide suitable facilities as a night time entertainment district with strong pedestrian connections along the wateredge to the City. Arena crowds can become an important ingredient to the Channel's personality. They are encouraged to stay in the area rather than making the long walk to the bars of South Boston.

The waterfront location offers exciting opportunities for enhancing these concepts.

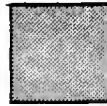




Designates Renovated



Retail/entertainment



Parking

p

Transit

t

Urban Design Proposal . . .

The Design Team accepted the major current proposals for the Fort Point Channel site and concentrated on setting up a skeletal framework for the successful integration of separate parcel developments.

The Proposal provides development and design guidelines necessary to organize private development in the Fort Point Channel area along public pedestrian esplanades, oriented to the water and to preserve visual corridors from the interior of the site toward the waterfront.

The goals of this Urban Design Proposal are to:

1. Enhance the Fort Point Channel for the enjoyment of the public.
2. Strengthen the functional and visual ties between the Fort Point Channel, the Financial District and the City.
3. Provide needed public facilities and extend the activities of the City without damaging the existing residential neighborhoods.
4. Capitalize on the underdeveloped land and improved accessibility of the site to provide high quality housing and commercial development at marketable prices.
5. Expand the tax base of the City of Boston.

Public Open Space Hierarchy

A hierarchy of large/small, hard/soft public open spaces define various open space functions and provide a sequence of experiences linking different land uses.

Special Entertainment District

Recreational and entertainment activity demands generated by the Arena/Convention Center are directed to bridge the link between the Fort Point Channel Site and downtown Boston.

South Boston Linear Park

A new park along the northern edge of South Boston defines the separation between industry and the residential community.

Transportation

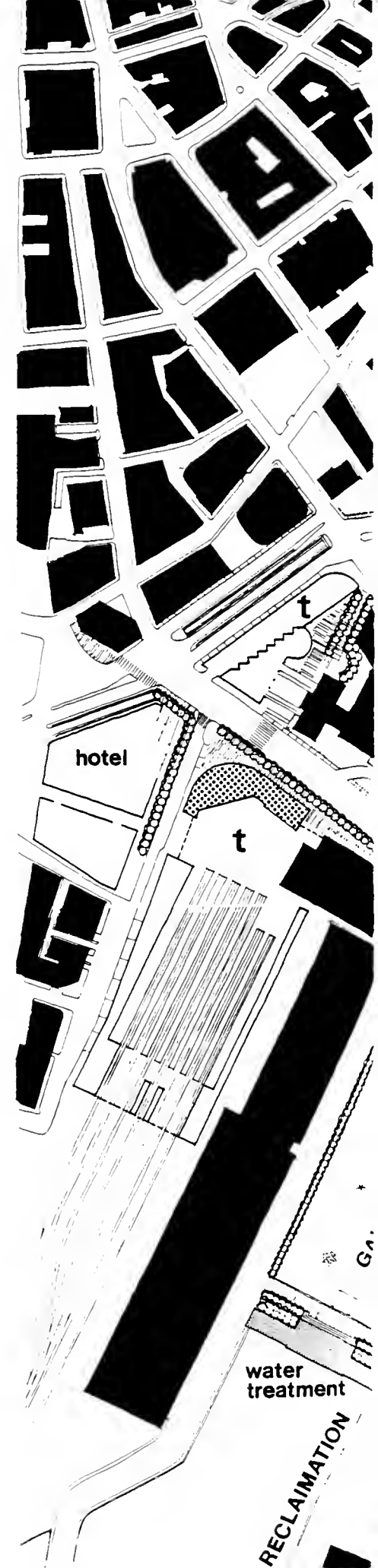
Existing transportation proposals are accepted with the addition of a new bridge at Broadway to solve the truck access problem to South Boston.

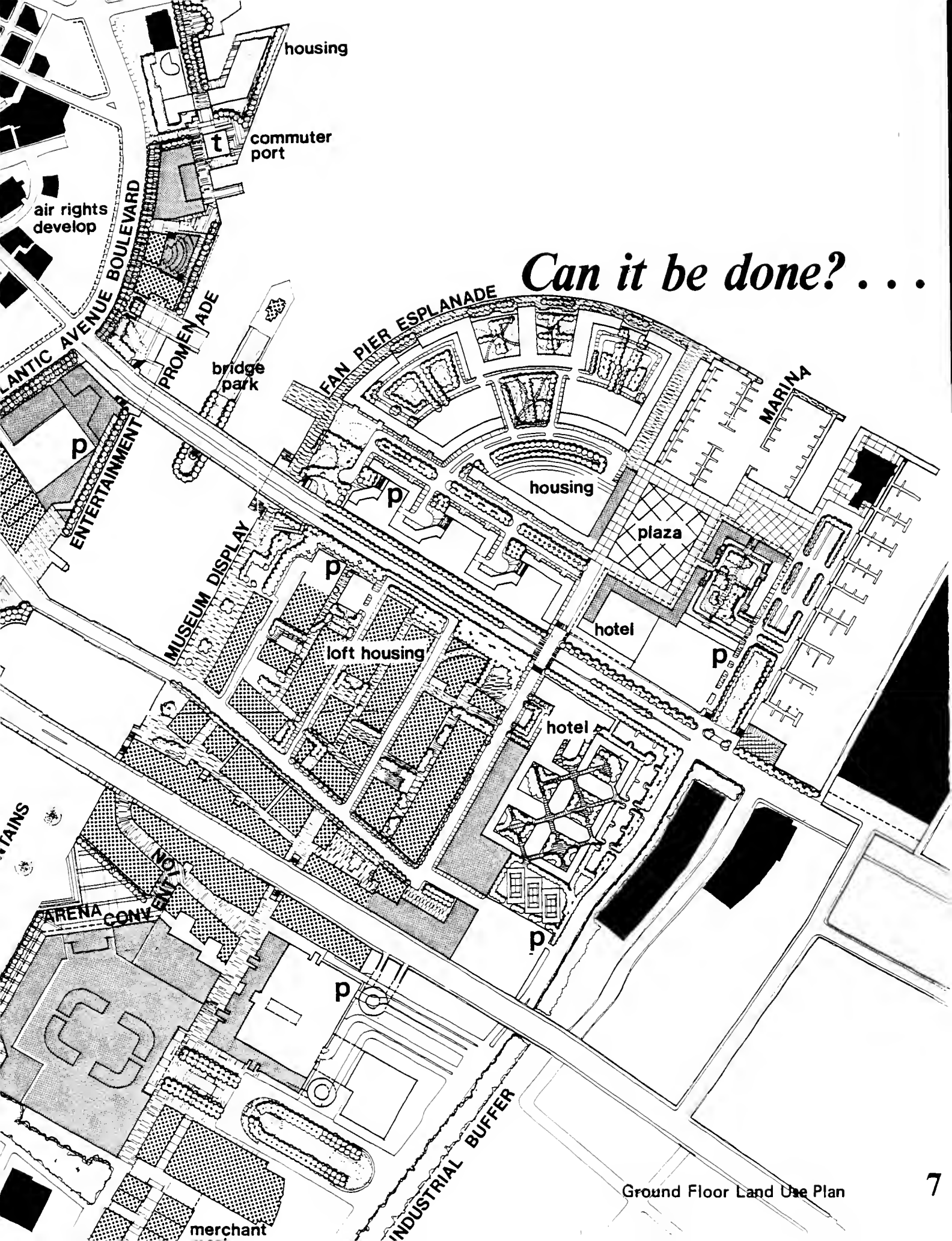
Visual Termination of the Channel

The location of the water treatment plant completes the definition of the lower channel as a formal reflecting pool.

Pedestrian Esplanades

Establishing public access to the waterfront maximizes the use of the water edge for public enjoyment.





housing

t
commuter
port

air rights
develop

ATLANTIC AVENUE BOULEVARD

PROMENADE

bridge
park

FAN PIER ESPLANADE

Can it be done? . . .

MARINA

ENTERTAINMENT

housing

plaza

MUSEUM DISPLAY

hotel

loft housing

hotel

STAINS

ARENA

CONVENT

merchant

INDUSTRIAL BUFFER

Ground Floor Land Use Plan



Regional Road Network

Transportation

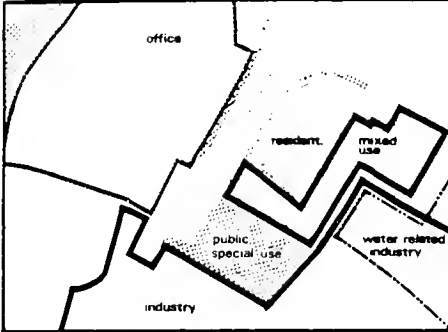
A road network serving the FPC site must be capable of handling local and residential traffic, industrial through traffic and surge load traffic to the arena. These traffic volumes must be handled with the minimal disturbance to the South Boston community. It is proposed that a new bridge be built, linking directly into the north and south lanes of the Southeast Expressway and into Mass Turnpike and feeds truck traffic directly into the new Seaport Access Road.

The new Northern Avenue Bridge completes the access connection with a link into Atlantic Avenue. Old North Ave. bridge is left in the open position and preserved as a historic monument.



The redevelopment of Rowe's Wharf on the west bank becomes a gateway to the site and the City, providing a magnet for new development in the area and a nodal point in the waterfront promenade.

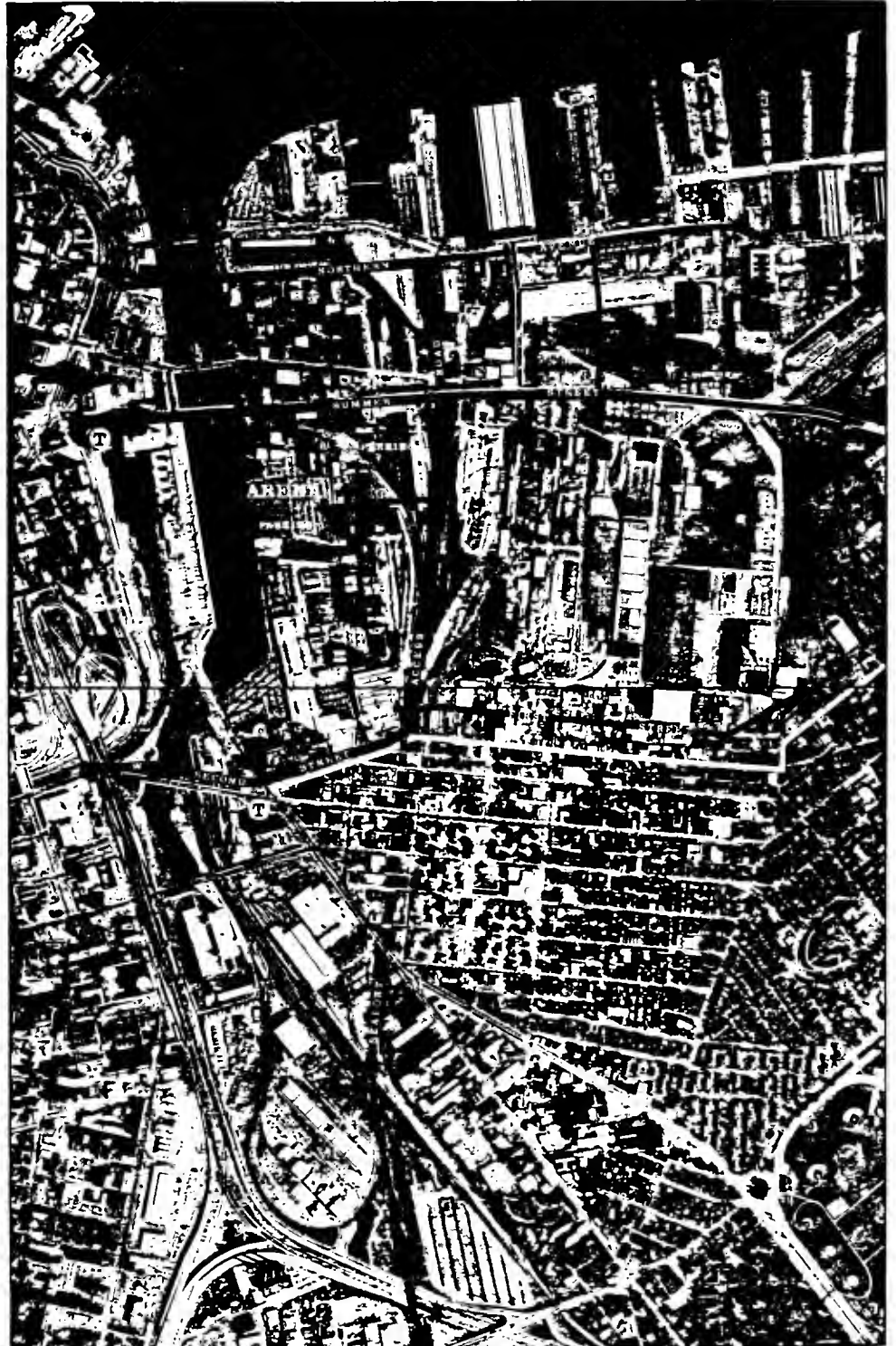
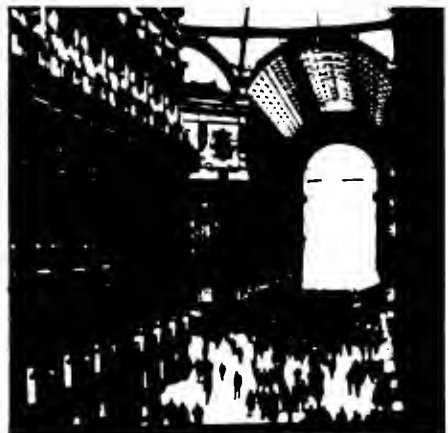
Urban Design Proposal



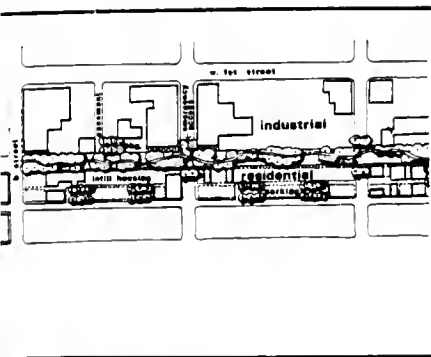
Land Use

With major public investment directed toward the arena and waterfront development, adjacent projects can respond to the evolving nature of the site, adding neighborhoods of individual environmental quality to the city form.

Retail and commercial connectors have been developed by the Design Team as links and buffers between land uses with special and important relationships. Housing areas are seen as contained residential communities where through movement is discouraged. Retail facilities are located at the edges of both housing areas on the site where shops can serve the local community but also form the vital link between the convention hotels and the arena/convention center complex



Transportation Plan



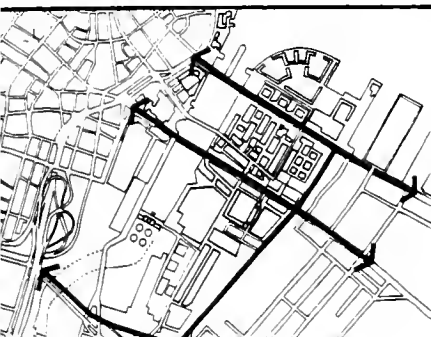
South Boston Buffer Proposal

South Boston Linear Parkway

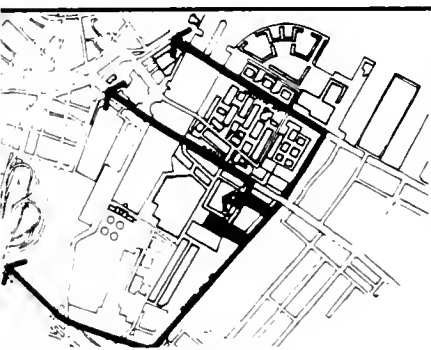
By closing and planting West 2nd Street further industrial encroachment into the South Boston community can be prevented. Conversion of a public street avoids difficult land acquisitions. In combination with north/south vehicular access restrictions, the proposal could be implemented as one project implemented as a package with the new Broadway bridge at the outset of the Fort Point Channel development, helping to ameliorate the delicate political situation.



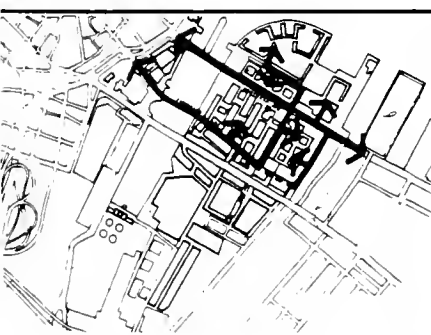
How does it work?



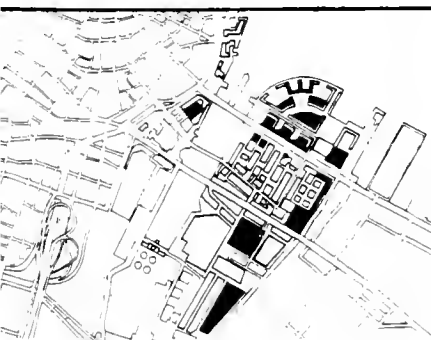
Industrial Traffic



Arena Traffic



Residential Traffic

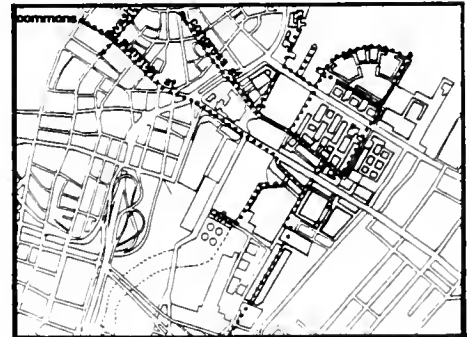


Parking

Parking

Surface parking covers much of the FPC site today, providing spaces for post office workers, Gillette and CBD employees. With the development of the area, replacement parking will be demanded in addition to new project requirements. The arena alone requires 5000 parking places, 2500 of which are provided in a decked structure adjacent to the arena. Access to this parking is from 2 levels; both Summer Street and the Seaport Access Road, in order to maximize flexibility and speed up dispersal of cars. It is expected that the remaining 2500 cars will be accommodated in the new So. Station complex.

Residential parking provided in converted concrete buildings serves the warehouse district and deck structures along the north side of new Northern Avenue accommodate parking for the Athanas site. Here, parking decks buffer the effects of the new Northern Avenue highway.



Pedestrian Movement

A waterfront promenade established along the west bank of the Channel, links the site to Boston Aquarium, Faneuil Hall and City Hall. Major open spaces are necessary as part of the arena development, to act as dispersal areas. A grand civic open space, fronting the marina, responds to the scale and opportunity for views to Boston Harbor whilst residential public open spaces are designed as landscaped areas where residents and their children can relax and play.



Water Treatment Plant

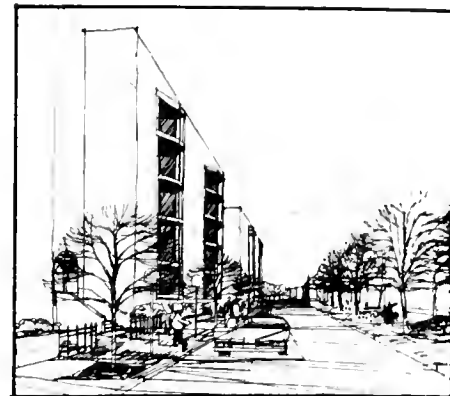
A study made in 1976 by the Metropolitan District Commission suggested the location of a satellite sewage treatment facility at the southern end of the Fort Point Channel. By relocating this facility to the north, not only is the Channel cleaned, but definition is given to the reflecting pool as a visual termination to the Channel, utilizing public works monies to add a major open space amenity to the City.

Intent

Design guidelines give the urban designer the chance to express the essence of a development plan, bringing together the opportunities and constraints of the particular site with conceptual ideas concerning the design qualities of different land use types.

The Guidelines suggested, importantly recognize the interdependence of development in this area, to each other and to the Boston spatial structure.

The Design Guidelines are therefore split into four districts within the site. Each contemplates the uniqueness of the considered parcel and intend to impose restrictions designed to achieve a balanced, yet dynamic, urban development. They also present the City, developers, architects and community groups with an essential starting point from which to negotiate future aspirations for any given parcel.



Urban Design Guidelines

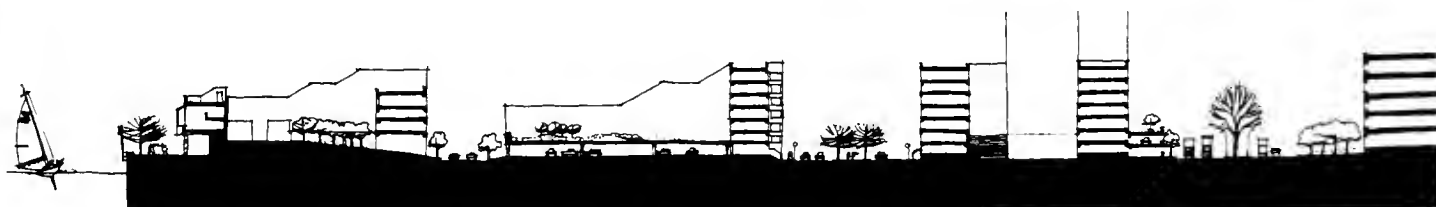
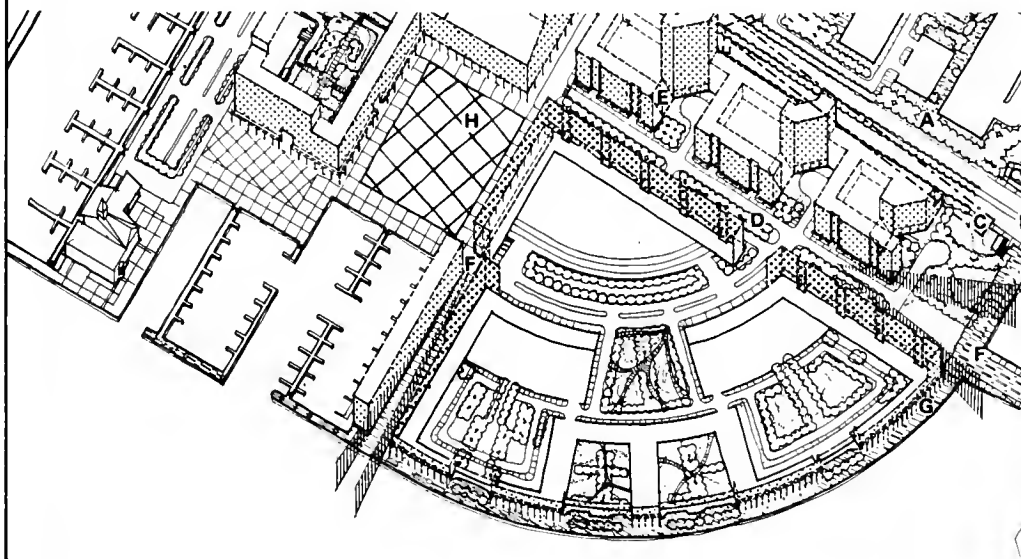
Athanas Property

The splendid views of the harbor and city skyline from a new esplanade can now be enjoyed by the public. Arcades along parts of the promenade provide shelter and benches for "snoozers." During the summer months both locals and tourists enjoy art exhibitions and sales along the front.

A walk along the promenade offers not only magnificent views toward the water, but glimpses back into green private courtyards. Housing steps down toward the waterfront, maintaining views from the interior.

A visual easement preserves Old Northern Avenue, now developed as a tree lined approach to the preserved Old Northern Avenue Bridge. Housing along this boulevard frames the bridge view and facade crenellations, bay windows, ground floor entrances with steps, railings and small front gardens reflect the architectural elements important in Boston neighborhoods. The view back from Old Northern Avenue bridge terminates in a major public plaza space, a focal point for commercial and marina activity surrounded by arcaded shops, restaurants and cafes. Yachtsmen from around the world relax over a drink in the open.

- A. No. Ave. Green Buffer: Minimum Dimension, 40'0".
- B. No. Ave.: Six Lane max., 92' road bed.
- C. Height Restriction: Building to step down to water edge from 160'0" max.
- D. Old No. Ave.: Building required at 15' setback from lot line to provide for private entrances into ground floor maisonettes and private front gardens. Facade to incorporate Bay Windows.
- E. Pedestrian links from grade to above parking plaza level required.
- F. Visual Easement.
- G. 40'0" minimum easement.
- H. Public open space with arcaded perimeter, mean parapet ht., 65'0"



Section A through Fan Pier housing

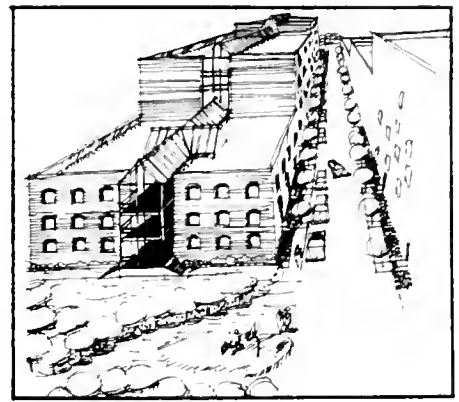
Warehouse Area

After many years of economic decline as warehouses and workshops, new life has been given to these fine old buildings, which now form a unique district of artists lofts, studios, art galleries, printing workshops, professional and commercial office space and converted residential properties. Many ingenious renovations have produced much admired workspaces and apartments in this area. Light-wells, necessary to per-

mit condominium development frequently penetrate the center of old buildings.

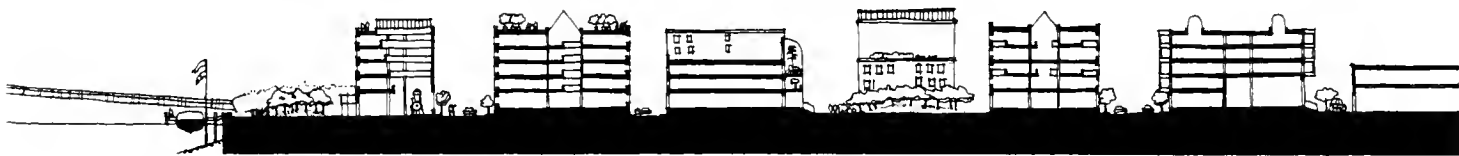
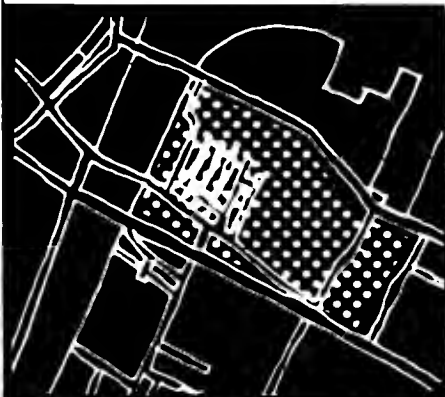
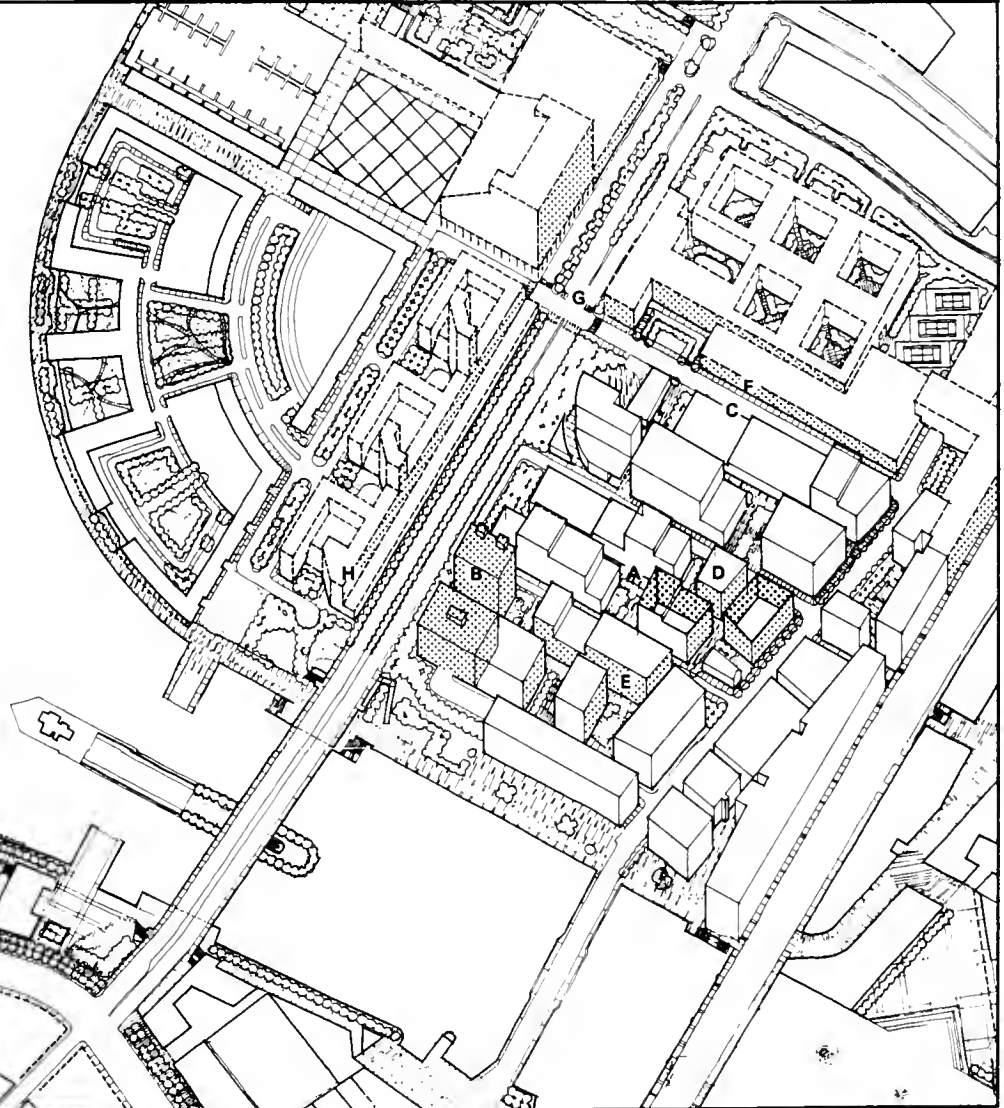
Derelict open spaces left after earlier demolitions now form a chain of lush, green open spaces safe for children to play in, away from parked cars.

As they fetch groceries, locals mix with conventioners seeking gifts and souvenirs in the district shopping center developed along Pittsburg Street at the edge of the residential area.



Environmental Quality

- A. Semi-public green spaces.
- B. Concrete structures used for parking.
- C. All infill development and modifications to street facade subject to design review.
- D. Apts. created on lower levels with windows on alleys must have an additional exposure to the street or semi-public green space.
- E. Building walls fronting on alleys shall be painted a light color.
- F. Street scale preservation: Max. ht. of street wall, six stories. Build to property line required.
- G. No. Ave. traffic control point.
- H. 30'0" setback required from prop. line or park. structure.



Section B through renovated warehouses

Arena/Convention Center

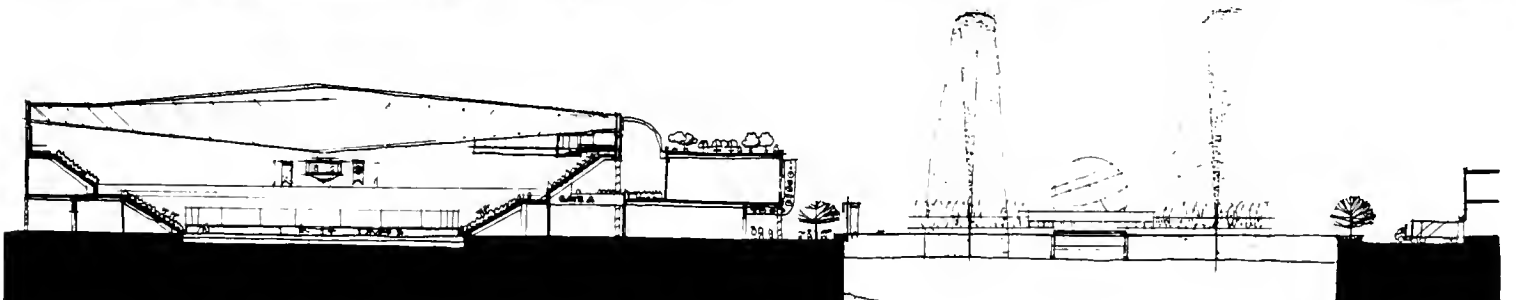
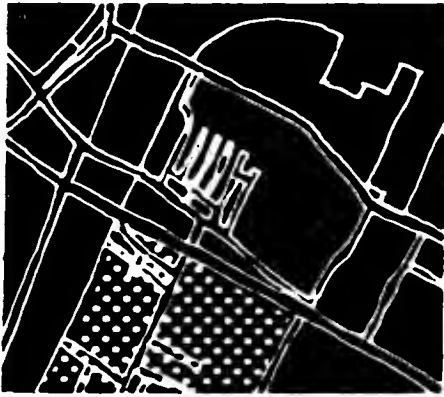
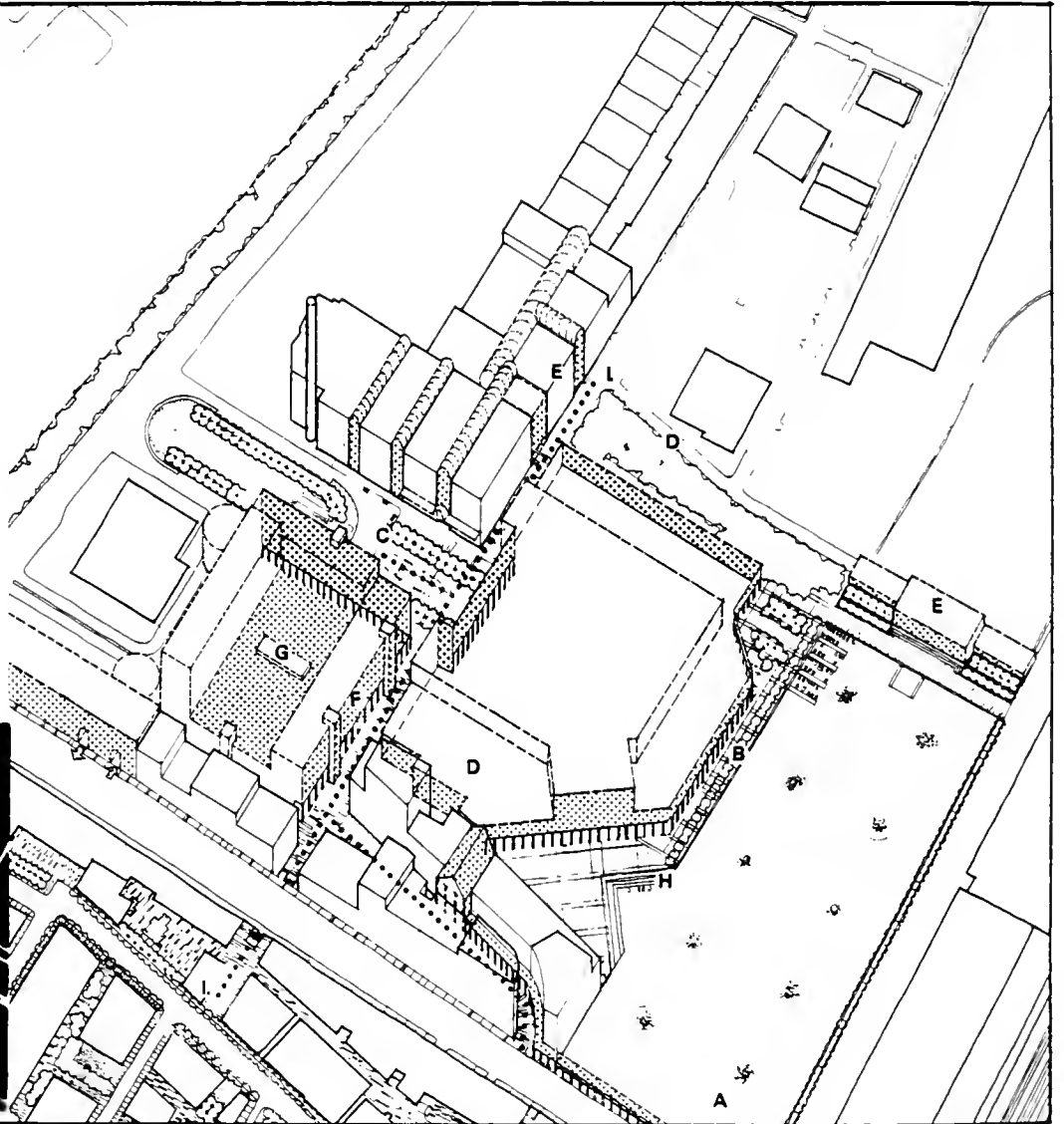
Covered access across the bridge not only provides shelter to the 8000 spectators arriving for a ball game from South Street station but joins the arcaded arena and west bank entertainment facilities, linking the separate areas to form one distinct entertainment district.

An urban plaza is the main waterfront entrance and dispersal area to the arena/convention center. The "softer," tree covered open space at the base of the Channel offers leafy cover to those relaxing on grassy banks waiting to rent a rowboat. Taxis approach the arena along a tree-lined drive to drop off their fares at the edge of a pedestrianized public square. Passengers walk the final part of their journey through a formal avenue of trees or sheltered beneath open arcades.



. Urban Design Guidelines. . . . *Public Control*

- A. Pedestrian access from So. Station to be protected by covered walkway.
- B. Entertainment Arcade along waterfront edge. Setback from water, 40'0".
- C. Vehicular drop-off point.
- D. Service access.
- E. Subject to design review.
- F. Build to "A" Street property line, mean parapet ht. 100'0".
- G. Parking structure with top level as landscaped open space.
- H. Focal Pt.
- I. Pedestrian Zone.



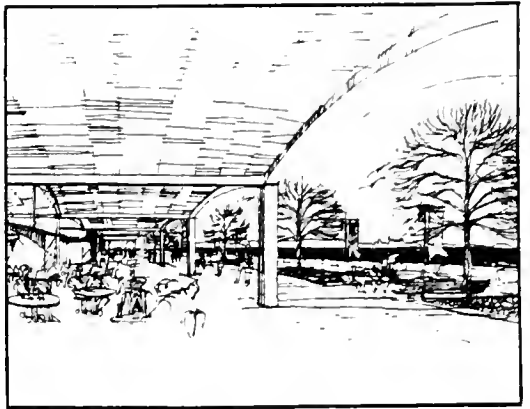
Section C through Arena

West Bank

The waterfront arcade lends continuity to the many activities here. It serves to direct one south to the reconstructed South Station transit center or beyond along pedestrian connections up Summer Street to the Washington Street mall. Walking north, pedestrian easements allow direct passage to the Aquarium and the rest of Boston's rapidly emerging waterfront development.

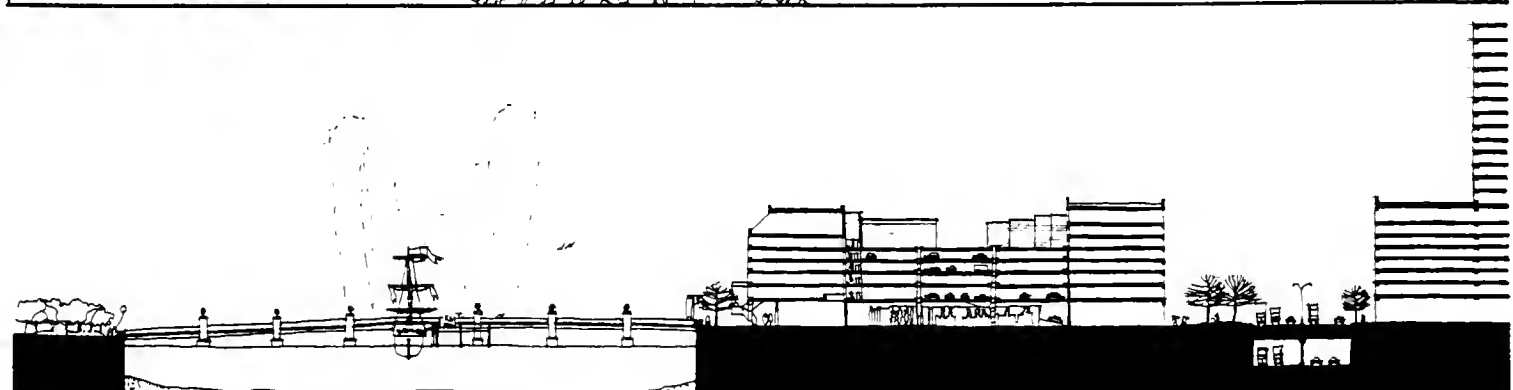
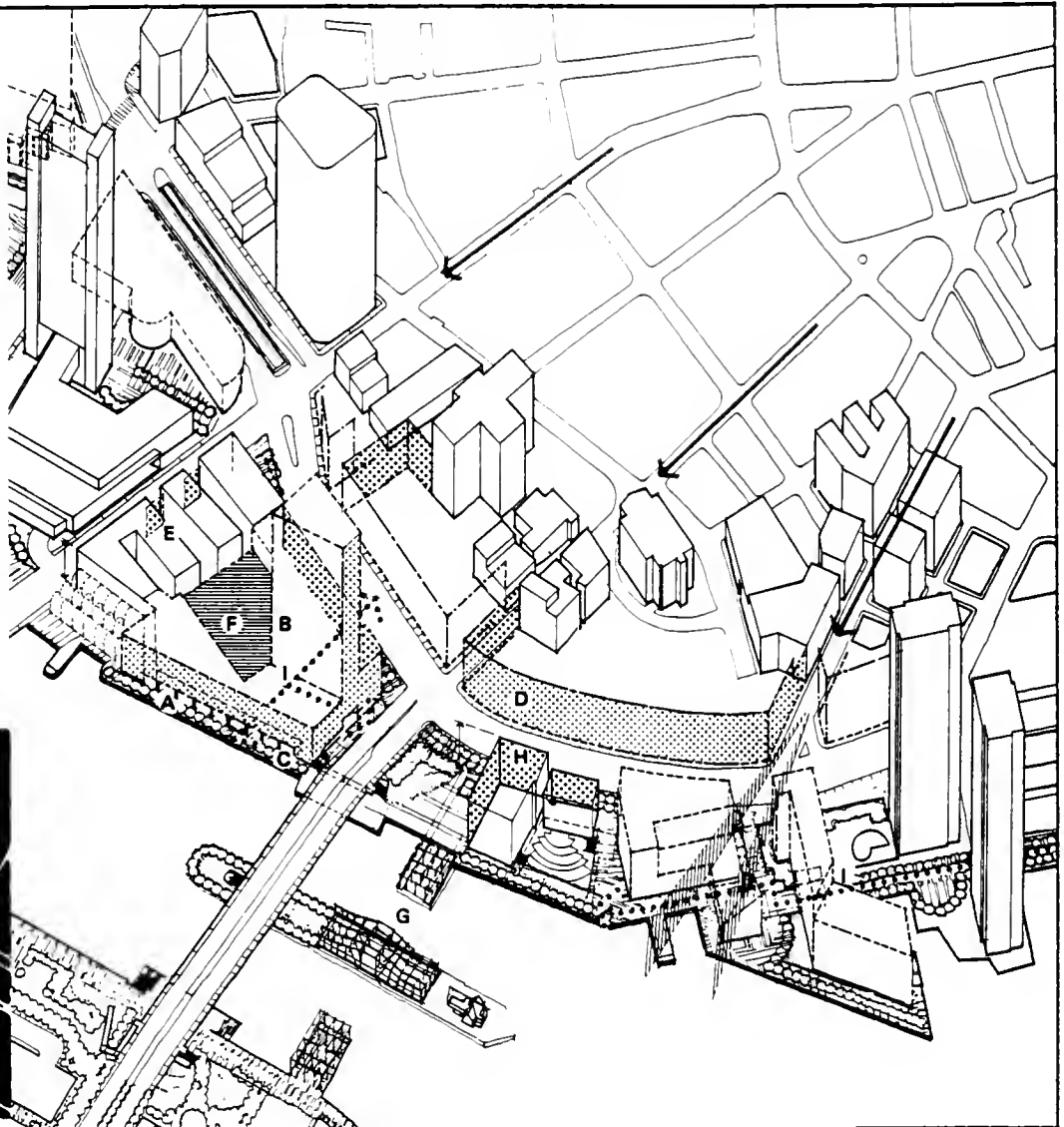
Walking from the Athanas housing toward the city offers a myriad of views . . . and opportunities. Mid-point one may descend on an access stair to the newly created Bridge Channel Island, a historic landmark.

Cafes and restaurants extend under open arcades where customers dine and enjoy views of floodlit fountains erupting from the stillness of the Channel. The sparkling glass circulation tower shines as a beacon over the water to the City, calling out the importance of the arena and the Channel district.



.....of Private Development.....

- A. 40'0" min. easement.
- B. Building bulk to center of site.
- C. Entertainment Arcade along waterfront edge.
- D. Possible development parcels with reconstructed Central Artery.
- E. Infill development subject to design review.
- F. Parking
- G. Focal Point
- H. Historic Preservation.
- I. Pedestrian Easement.



Section D through office/entertainment



Implementation *Market Feasibility* . .

Market Demand Conclusions

A largely underdeveloped site of 160 acres so close to the Boston CBD is a rare commodity. The development potential is enhanced because much of this property is in large parcels under single ownership. However, it is a challenge to assemble and balance appropriate land uses over time for such a large site. Therefore, the planning and design team evaluated the long-run market potential for a broad range of major uses and reached the following conclusions:

Housing: BRA surveys indicate that residents of present waterfront housing are mostly 1 and 2-person households with incomes over \$20,000 per year. Present trends indicate demand in Boston for 300-600 additional units per year for such families. We estimate that Fort Point Channel could capture 30% of the total annual demand, or 100-200 units per year. Also, because rehab costs are lower than costs of new construction, we can provide larger rehabilitated units and broaden the target market segment to attract larger and less wealthy households than those presently able to live in the waterfront area. On this basis, we anticipate a demand for 250 units per year in the FPC area for the next 12 to 15 years.

Convention Center: To compete for major convention business, Boston needs a new convention facility with at least 250,000 sq. ft. of space on a single floor. Such a facility would attract conventions which are too large for the Hynes Auditorium. It is our assessment that a new facility in the project area will be a much more effective and efficient solution than a post hoc expansion of Hynes.

Major Sports Arena: Boston Garden, although filled with the nostalgia of a great past, is odd, inefficient, and lacks the image desired for modern professional sports. For these reasons, and because of pressure from the teams, the City will likely build a new 18-20 thousand seat arena. The Fort Point Channel location is a strong contender for such a facility because of its proximity and available vacant land.

Offices: Recent BRA estimates suggest that office demand in downtown Boston is relatively weak. Vacancies exceed 13% of total supply. However, demand remains strong for new and/or substantially renovated Class A space. Existing office space in the site area is Class B and lower and is experiencing the highest vacancy rates in the city. It is to the developer's advantage to rehabilitate it and enter the Class A market. Given annual absorption rates of from 250,000 to 500,000 sq. ft. of Class A space in recent years and indications of continuing strength in that submarket, the proposed 4.4 million square feet of new and rehabilitated office space can be absorbed over the life of the project.

Retail and Commercial: Demand for shoppers goods in Boston is generally weak. However, the activity generated by other uses at the site will support some specialty retail establishments of high quality. In addition, the 3300 housing units on the FPC site could be augmented by existing and proposed downtown waterfront units and unsatisfied demand from South Boston and Chinatown and support a core of convenience stores including a supermarket, a drug store, and several related neighborhood shops.

Hotels: There is a consensus that Boston needs up to 3000 additional first-class hotel rooms. New convention facilities will further increase the need for new rooms. Several hotels have been proposed, but only one has a location near the proposed convention center. Thus, demand should be strong for the 1450 rooms which we propose for FPC.

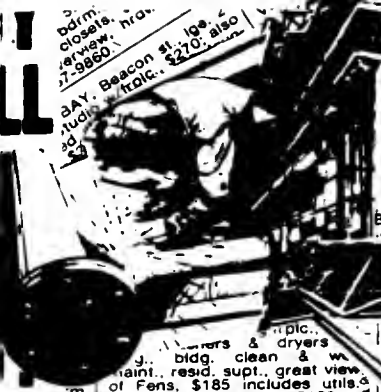
Other Uses: Several additional uses are proposed — a major trade center, an athletic club, and entertainment facilities. Although presently these uses appear to be feasible, due to the highly specialized nature of these uses, our demand analysis was less conclusive at this stage. However, since these uses are planned for the final development phase, more detailed analysis may be done when development is imminent.

Strategy for Development

The strategy for implementation of the proposals is relatively straightforward.

1. The public sector, represented by BRA would implement physical improvements such as the transportation network, water treatment and selected open space systems to stimulate private development.
2. The public sector would adopt the proposed development guidelines for negotiation of 121A/P.D.A. packages with the private sector.
3. The private sector would build in accordance with the guidelines.

This implementation strategy is linked to a phased program of development which, although it is not intended to be perfectly linear, should occur in basically four phases.

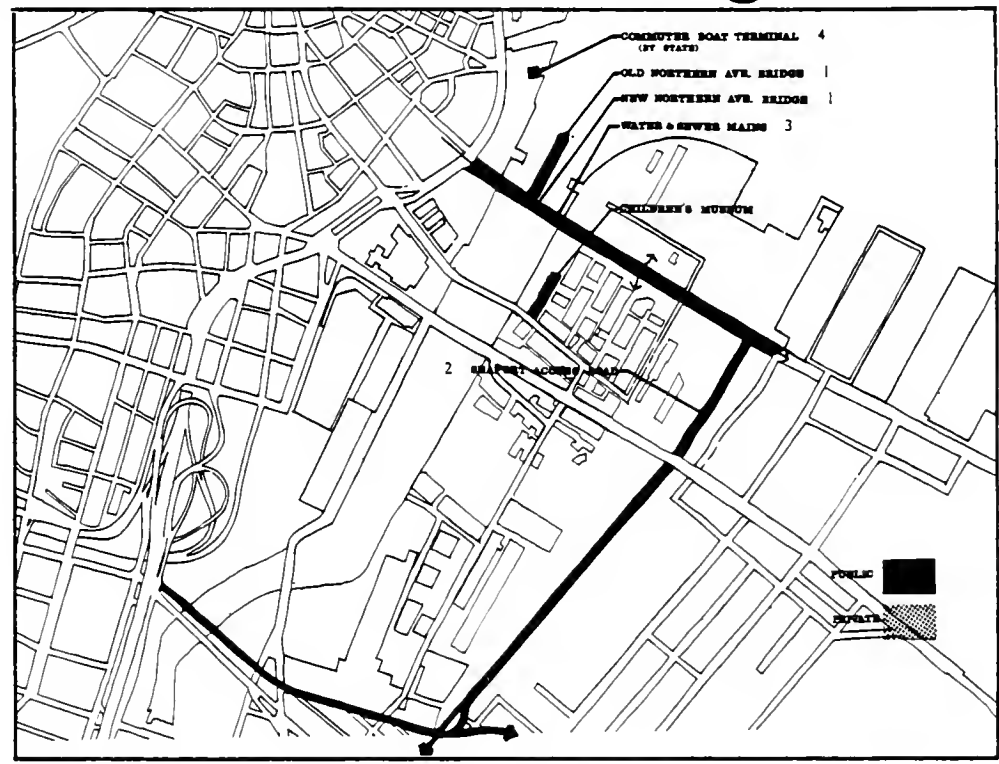


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The Condominium with a parking lot for boats

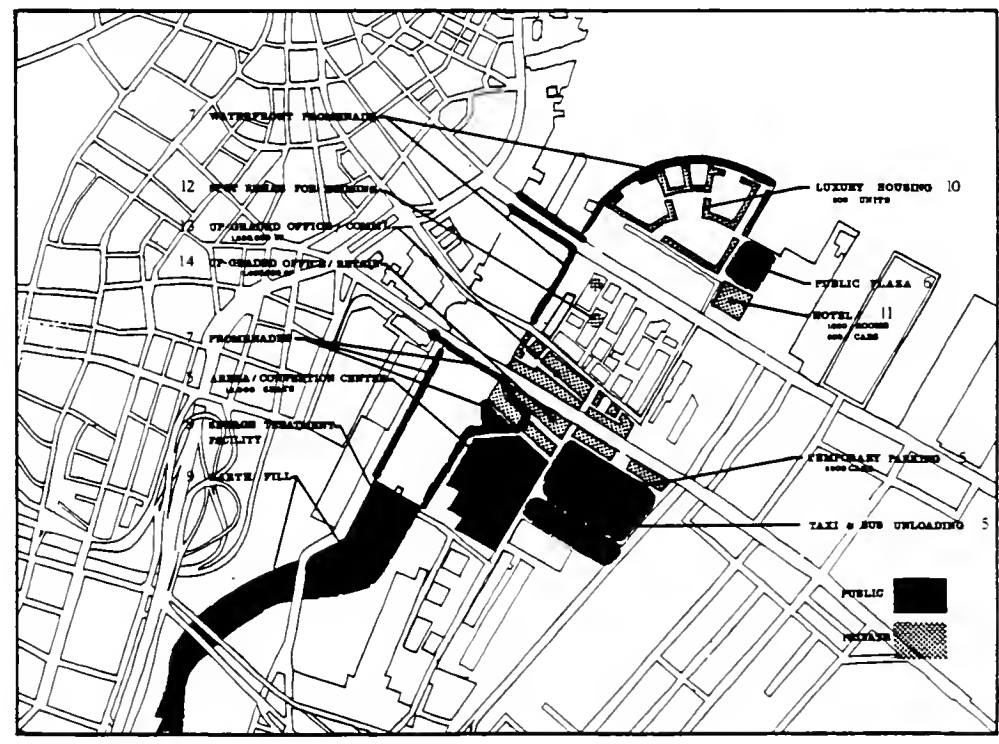
Phase One

Phase one primarily includes the public infrastructure improvements which are necessary to make increased commercial and recreational activities possible in the Fort Point Channel area. The Northern Avenue bridge is already slated for reconstruction at a cost of about \$10 million to Federal and State governments. The Seaport Access Road would be built with an additional \$10 million from the Federal Urban Systems program. It would provide an effective means of access to the Central Artery for trucks and commercial traffic and protect the South Boston community from the Arena and Convention Center traffic. The City's main contribution in Phase One is improving the water and sewer system in the area to meet anticipated demands from Phase Two, Three, and Four development. At this time the state would build a new commuter boat terminal on the west bank of the Channel at an estimated cost of \$1.5 million.



Phase Two

Phase Two public improvements include: (1) the \$50 million Arena/Convention Center and parking area to be built by a special authority using tax-exempt revenue bonds; (2) a sewage treatment facility built at the foot of the Channel with a Federal E.P.A. grant; and (3) traffic improvements and a linear park along the northern residential edge of South Boston to be financed with federal Community Development Block Grant funds. Private development in Phase Two begins dramatically with a 1000-room hotel, rehab of office and commercial space adjacent to the Arena, small scale housing rehab in Boston Wharf Company buildings, and 800 units of new, luxury housing on Piers 1-3. Public development of waterfront promenades and Arena/Convention Center pedestrian access should occur in concert with adjacent development. Part could be built by developers in accordance with provisions of Chapter 121A and the rest by the City.

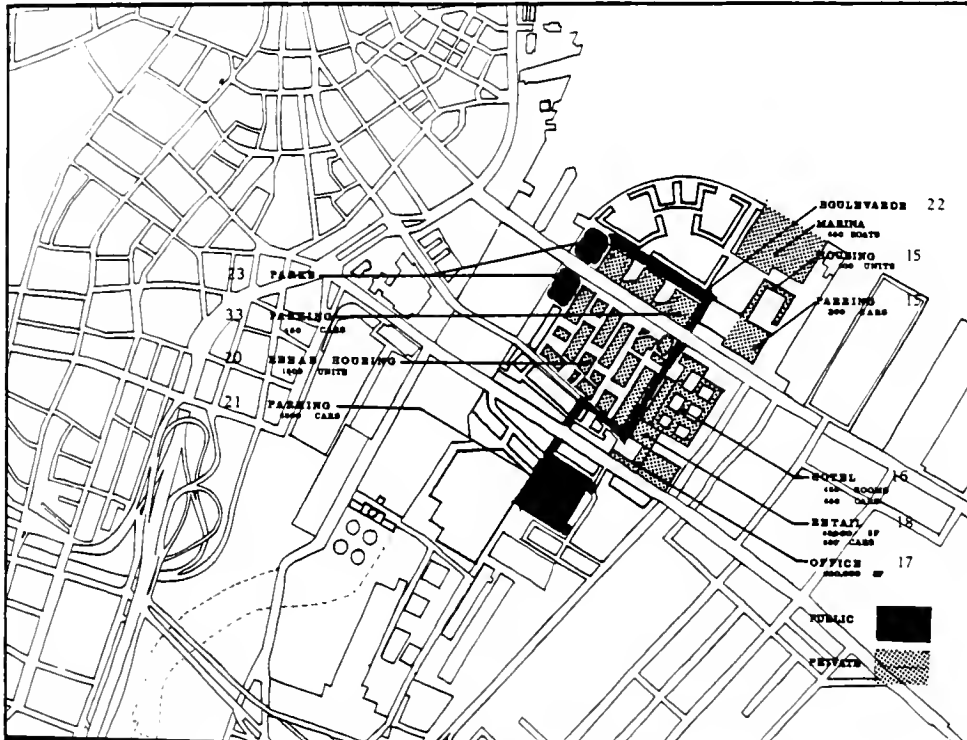




*"Only by planning to administer
are we going to administer our
plans."*

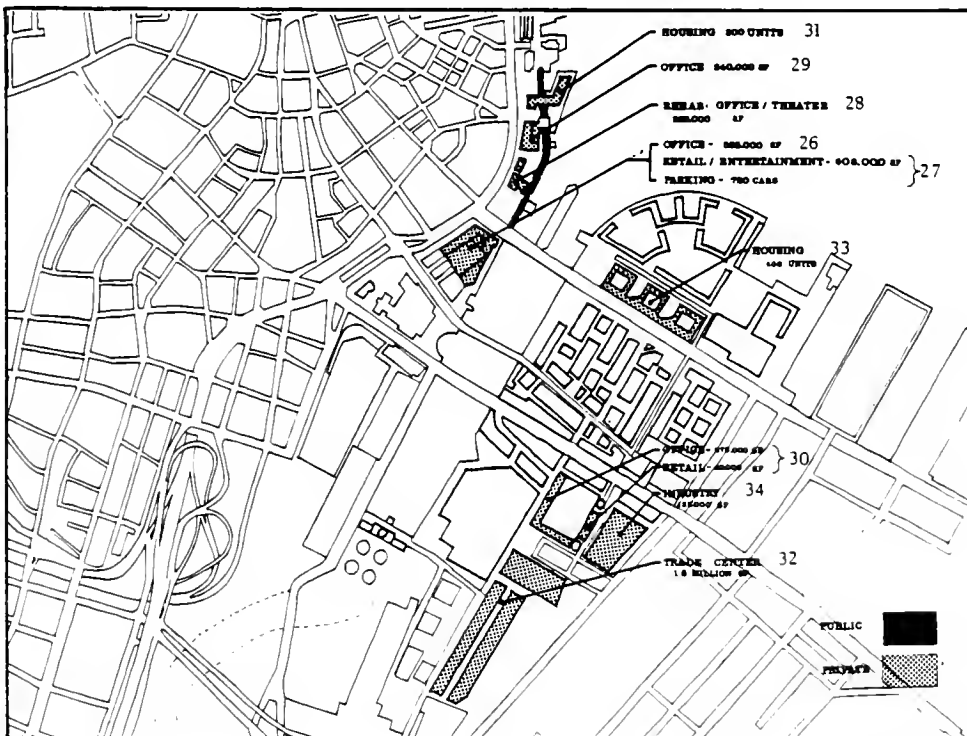
Albert Lepawsky

How is it done? and who pays?



Phase Three

In Phase Three the balance shifts to a greater dominance by the private sector. By this time, major rehabilitation should occur in existing brick warehouses between Melcher Street and Northern Avenue. There is sufficient space for conversion to about 1500 units of housing for upper middle-income households. A neighborhood retail center would be needed to serve housing on the site. In addition, a 450-room hotel would be built on property owned by Broderick Properties, along with a small office building and athletic club for squash, handball, and tennis. The public investment in Phase Three includes a parking deck at the Arena and additional pedestrian improvements on the east side of the Channel to be built by the City. Additional public pedestrian space would be provided by developers who receive extended, 40-year tax relief under Chapter 121A in return for providing approved public amenities.



Phase Four

Phase Four is primarily private investment. A 1.5 million sq. ft. trade center could be developed using existing buildings along Melcher Street. 200,000 sq. ft. of offices and retail space could be constructed using air rights above the Arena parking deck. The remainder of the parcel purchased by the Arena Authority for temporary parking could be sold and developed by the E.D.I.C. for light industry. 300 new housing units parallel to Northern Avenue completes the residential activity on the east bank. Development would now occur on the west bank of the Channel after reconstruction of the Central Artery. Parcels acquired by the State during construction could be redeveloped for a 600,000 sq. ft. mixed-use development. Other development on the west bank would include 750,000 sq. ft. of rehabilitated office and retail space, and 300 units of housing.

DEVELOPMENT PROGRAM BY PHASES

Ref. No.	Project Description	Quantity building	parking	Rent Level	Cost (\$Million)	Source of Finance	121A Taxes (\$Million)
PHASE ONE							
1	Northern Ave						
1	Northern Avenue Bridge	----	----	----	10.0	70% F	----
2	Seaport Access Road	----	----	----	10.0	30% S	----
3	Water, sewers	----	----	----	6.0	C	----
4	Commuter Boat Terminal	40,000 sf	----	----	7.5	S	----
Total Phase One					27.5	P	----
					00.0	D	----
PHASE TWO							
5	Arena/Convention Ctr	18,000 seats	2,500	----	50.1	S(8)	0.6*
6	Public Plaza	121,000 sf	----	----	1.45	D	----
7	Promenade	157,000 sf	----	----	1.87	C/D	----
8	Linear Park	----	----	----	0.66	F	----
9	Sewage Tr./Fill	----	----	----	10.0	F/C	----
10	New Housing	800 units	800	\$700/mo.	34.3	D	1.2
11	Hotel	1,000 rooms	300	\$45/rm.	48.0	D	3.0
12	Housing (R)	50 units	----	\$550/mo.	2.0	D	0.60
13	Office (R)	1,250,000 sf	----	\$8/sf	40.6	D	1.53
14	Office	1,400,000 sf	----	\$10/sf	50.7	D	2.14
Total Phase Two					64.1	P	0.6*
					175.6	D	9.07
PHASE THREE							
15	Housing	300 units	300	\$700/mo.	15.8	D	0.55
16	Hotel	450 rms	250	\$45/rm.	25.0	D	1.1
17	Office	200,000 sf	----	\$8/sf	9.0	D	0.24
18	Retail	65,000 sf	350	\$7.5/sf	4.0	D	0.09
19	Athletic Club	120,000 sf	----	----	5.0	D	0.07
20	Housing (R)	1,500 units	----	\$550/mo.	74.3	D	2.03
21	Parking Deck	----	2,500	----	13.2	S(8)	0.19*
22	Boulevards	200,000 sf	----	----	1.5	C/D	----
23	Public space	100,000 sf	----	----	1.02	C	----
Total Phase Three					14.97	P	0.19*
					133.80		4.03
PHASE FOUR							
24	Promenade	300,000 sf	----	----	4.2	C/D	----
25	Land Sale	465,000 sf	----	----	(2.3)	C	----
26	Office/Retail (R)	525,000 sf	----	\$10/sf	16.7	D	0.80
27	Mixed Use	608,200 sf	720	\$10/sf	33.2	D	1.22
28	Office/Theater	228,000 sf	----	\$10/sf	4.2	D	0.39
29	Office	240,000 sf	----	\$10/sf	10.8	D	0.52
30	Office/Retail	295,000 sf	----	\$9/sf	15.7	D	0.45
31	Housing	300 units	300	\$600/mo.	15.0	D	0.39
32	Trade Center	1,500,000 sf	----	\$6/sf	58.1	D	1.38
33	Housing	400 units	450	\$600/mo.	18.8	D	0.52
34	Industry	135,000 sf	----	\$4/sf	6.4	D	0.11
Total Phase Four					1.9	P	----
					178.9	D	5.68
Total All Phases					599.86	P/D	19.57
Symbols: C City of Boston Total City of Boston \$11.51 million S State of Mass. Total State Grants 6.0 million S(8) State Bonds Total State Bonds 53.3 million F Federal Grant Total Federal Grants 20.66 million P Public Sector Total Public Finance 111.26 million D Developers Total Private Finance 488.30 million * Payment in lieu of taxes Total Tax Revenues \$19.57 million							

Closing Statement

The Design Team believes that the future of historic cities such as Boston, lies in the preservation and enhancement of the urban qualities which make the city an enjoyable place to live and to work in. That enjoyment depends on the vitality the city offers of close proximity and vibrant mix of diverse activities. Within the city framework, neighborhoods develop their own particular characteristics to give identity to both community and individual.

The flight away from cities in the past 50 years has left many problems but also many opportunities in its wake. Changed land use and transportation patterns present us with a rare second chance to develop our great natural resources such as the Fort Point Channel area to strengthen the environmental and neighborhood qualities of our cities.

This Urban Design Proposal is not a specific design solution. The framework recognizes the problem of development through time. The objective of the Proposal is to form a strategy to guide continued improvement of the environmental quality of the Fort Point Channel for the enjoyment of city dwellers and visitors alike. The study leaves many questions open, but it is seen as the first step pointing the design of developments on the Channel site firmly and clearly in the right direction.

The City of Boston is faced with a straightforward decision over development of this area. The parcels can be left to develop in isolation of one another, which may lead to social and economic problems requiring future remedial public investment, as was experienced with the Central Artery Project. Or the public sector can, by implementing these Design Proposals, investing in public infrastructure at an early stage, guide and coordinate the development of the Fort Point Channel site as another unique and beautiful part of the City of Boston.

Development Program and Sources of Finance

The detailed program and preliminary cost estimate above shows that final project cost in 1978 dollars is \$600 million. Of this amount, \$488 million is privately financed development. If developers receive Chapter 121A status, the City will ultimately collect \$20 million per year in property tax revenues from new development in FPC.

The City's share of development cost in the FPC is limited to about \$11.5 million. This leverage is achieved by pursuing state and federal grants of \$27 million and by using tax-free revenue bonds to finance the \$63 million arena facility.

Public/Private Cooperation

Throughout the development process, the BRA should use its powers to guide development in the public interest. Since uses for much of the site are restricted to waterfront-related activities, and light manufacturing, the BRA must either recommend zoning changes or negotiate numerous conditional use permits. In this case, the BRA should recommend the FPC area as a Planned Unit Development Area so that it can maintain comprehensive review powers and Chapter 121A to help developers plan public amenities such as pedestrian promenades and visual corridors using the development guidelines presented in the booklet.



Urban Design and Planning

Harvard University Graduate School of
Design. June 1978.

John Cetra
Rick Ciardella
Gary Cornell

Bob Cox
Bill McGee
Bernie Strom

"We gratefully acknowledge the financial support of the Dewey Square Committee for the printing of this brochure."

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